

# Management Development

## – *Invest in your talent*

Develop confidence of your leaders in proactively managing their teams to increase engagement and motivation

Foster a positive and inclusive culture

Reduce legal risk, reduce legal spend & reduce reactive operational time

# Management training *that creates lasting change*

Great managers are at the heart of every successful organisation. They shape culture, drive performance, support employee wellbeing and play a vital role in managing legal and people-related risk. Yet many managers are expected to navigate complex workplace challenges without the practical skills, confidence or training needed to do so effectively.

At Foot Anstey, we've trained thousands of managers across a wide range of sectors, helping organisations build stronger leadership capability, create positive workplace cultures and reduce the risk of costly employee relations issues. Our approach goes beyond simply explaining employment law. We deliver innovative, practical and engaging management development programmes that equip managers with the confidence to make better decisions, have more effective conversations and lead their teams successfully – sadly needed more than ever before given that Employment Tribunal claims are now at the highest level ever recorded and are set to continue to rise substantially as time goes on.

The training courses within this brochure can be tailored to reflect your organisation's culture, values, policies and specific challenges, ensuring maximum relevance and impact. We can flex and tailor each course to meet your needs (shorter/longer versions of each available, depending on your needs). Whether you are looking to develop first-time managers, strengthen leadership capability across your organisation or address a particular workplace issue, our programmes are designed to create meaningful behavioural change that lasts long after the training has finished.

We know that the investment required to deliver impactful management development is often a fraction of the cost of defending a single Employment Tribunal claim. Our training is delivered on a transparent fixed-fee basis, with an initial capped design fee to tailor content to your organisation, followed by fixed fee delivery costs to provide certainty and value. For organisations that adopt a course as an annual flagship programme, there is no further design fee, and we will continue to update the training to reflect legal developments and evolving best practice.

Ultimately, the most successful training programmes are measured not by the claims that arise, but by the claims that aren't lodged and, most importantly, the increased engagement and motivation of your people. By taking proactive, preventative action today, organisations can strengthen management capability, improve employee experience and reduce legal risk for the future.

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# 21st Century Manager

## Upskill managers to manage

### Management development training programme

21st Century Manager

(4 x 1 day development over a 2 - 3 month period)

### Reduce risk, change behaviours, enhance culture

Let us help you to continue to develop your front line managers. It is often the case that managers are promoted for their specific expertise and that people management skills are not developed in the same manner. This may be due to increased workload, lack of training or indeed lack of will, but gone are the days where companies have large enough HR teams to manage all things people related. It is often the case that by the time a matter reaches HR, it's too late. Given forthcoming changes to employment law, this is an essential programme to ensure your team is upskilled and ready.

We are observing a substantial increase in employment tribunal claims and there is an ever evolving legal landscape with employment law. Increased legal spend on defending employment tribunal claims and/or dealing with complex matters that have progressed slowly, resulting in increased risk and a disengaged employee, does little to add value to business in an increasingly competitive global market. The damage of perception and/or inappropriate conversations within an organisation is an increasing threat. To bring about real change, it is imperative to link knowledge of employment law, internal processes and good practice with appropriate behaviours in the workplace. We believe that investing in managers is key to future success.

- Have you promoted leaders within your organisation due to their technical expertise but not yet fully invested in upskilling their people management skills?
- Do you have managers who believe that it is the job of HR to deal with all people matters such as employee grievances, performance management, disciplinary related matters and/or motivation and engagement of their teams?
- Do you worry about banter from certain pockets of your organisation?
- Does your HR team struggle to deal with the amount of operational support requested by managers?
- Are you concerned about the increase in Employment Tribunal claims and increased legal spend?

- Do you want a culture where managers manage their teams at ground level and bring out the best in them, enhancing results across the board?

If you have answered 'yes' to any of these questions, we would very much welcome the opportunity to discuss how our bespoke management development training programmes, tailored to the needs of your business, can help to transform your culture. See example course profile overleaf. Our management development training programmes are practical, unique and enjoyable designed to bring about genuine cultural change.

**A business is nothing without its people. Let us work with you in enabling your talent to reach their full potential.**

## Contact us

**Joanne Boyle | Legal Director**

Joanne.Boyle@footanstey.com

+44 (0)117 915 4709

+44 (0)797 1517 254



### Joanne Boyle

(she/her) is a Legal Director specialising in Employment law. She has delivered numerous performance improvement and development programmes to senior operational managers, helping organisations build more sustainable and engaged workforces while getting the very best out of their talent. Joanne has a unique and innovative style that will leave long-lasting memories to support real change.

# Example course profile

## 21st Century manager

**Time:** 09.30 – 17.00

**Aimed at:** Every people manager and leader with line management responsibilities.

This practical programme transports you into the world of employment law, legal rights and your responsibilities as a manager and leader.

We will touch on the human side of HR policies as well as ensuring you are equipped with the essential skills, knowledge and behaviours to effectively manage performance, reduce people challenges and improve retention and engagement within your teams.

### Duration

4 x 1-day modules

The programme runs sequentially therefore; you must be able to attend *all four days* when accepting your place.

### Part 1: Managing your team within the law (2 days)

Day 1

- Culture
- Dealing with Employee Concerns

Day 2

- Fair Dismissals
- Reorganisations, Restructuring and Redundancy
- Dealing with Disciplinary Concerns

### Part 2: You and your people (2 days)

Day 3

- Discrimination and The Law
- Menopause Awareness
- Stress Awareness
- Managing Absence and Disability

Day 4

- Supporting and Managing Underperformance
- Action going forward

### What will I learn?

As a result of attending the 21st Century Manager programme, delegates will:

- Identify the HR role and responsibilities of a 21st Century manager.
- Deal professionally and confidently with employee-related issues.
- Develop a clear understanding of current employment legislation and your company's HR policies to manage people challenges effectively.
- Understand what discrimination in the workplace means.
- Understand how to manage absences effectively.
- Handle and resolve grievances positively and use proven techniques to 'nip issues in the bud'.
- Use practical tools for holding performance management conversations (informal and formal discipline conversations).
- Understand how the law affects day-to-day management decisions and responsibilities.
- Learn how to communicate and work more effectively with people, using different styles for different people.

### Topics

- Culture and behaviour
- Dealing with grievances/employee concerns
- Compensation
- Harassment or Banter?
- TUPE
- Fair process and dismissals including SOSR (changing terms and conditions), potential reorganisations, redundancy and dealing with disciplinaries
- Equality Act 2010
- Disability matters in the workplace and reasonable adjustments
- Managing absence
- Stress - awareness and support
- Menopause - awareness and support
- Supporting performance management
- Questions / reflections
- SWOT analysis

# CultureStrong

## *Preventing Harassment at Work*

**CultureStrong is a practical, legally robust training programme designed to help organisations prevent harassment, protect their people and evidence compliance — including under the Employment Rights Act 2025.**

### **Goes beyond tick-box training.**

Equips managers and employees to:

- prevent sexual and third-party harassment
- manage conflicting beliefs
- intervene early and confidently

The programme is delivered by Dr Mollie Gascoigne, Employment Associate. It is designed to be rolled out through dedicated manager and employee sessions, creating a clear and joined-up approach to culture, leadership accountability, harassment prevention and compliance. Culture Strong is our flagship annual harassment prevention programme. The programme provides comprehensive manager and employee training designed to support organisations in taking all reasonable steps to prevent harassment, strengthen workplace culture and evidence ongoing compliance. Each annual cycle includes a half-day refresher programme for previous attendees, ensuring continued engagement, monitoring of emerging risks and reinforcement of expected standards.

### **Why CultureStrong?**

- ✓ **Defensible by design** – generates structured reflection outputs to use directly in risk assessments, impact assessments and policy reviews
- ✓ **Evidence you can use** – clear records help to demonstrate the steps you have taken to comply with statutory duties should any issues arise
- ✓ **Protects your organisation** – minimise legal, financial and reputational risk in the new ERA 2025 landscape

### **How the programme works**

Employee Programme (1 day)

- ▼ Practical awareness and prevention training
- ▼ Understanding workplace standards and expectations
- ▼ Building confidence to identify, challenge and report inappropriate behaviour

Manager Programme (1 day)

- ▼ Full programme (Modules 1-4)
- ▼ Leadership accountability
- ▼ Early intervention and escalation
- ▼ Supporting compliance with the employer duty to take all reasonable steps to prevent harassment

- ✓ **One programme, one message** = joined-up approach to culture and accountability
- ✓ **Confidence, year after year** – designed for annual rollout and refresh to evidence ongoing compliance
- ✓ **Ongoing assurance** – following completion of the flagship programme, attendees participate in an annual half-day refresher to reinforce learning, monitor emerging risks, maintain engagement and support evidence of ongoing compliance with the duty to take all reasonable steps to prevent harassment.



### **Mollie Gascoigne**

(she/her) is an Associate in Employment with Foot Anstey. Mollie was awarded a PhD in Law for her research on legal sex status and gender recognition. She is a published author in leading general and specialist employment law journals on the topic. She is also a qualified mediator.

## *Contact us*

**Mollie Gascoigne | Associate**

Mollie.Gascoigne@footanstey.com  
+44 (0)1392 685 302  
+44 (0)7970 791 446

# Gender diversity in the workplace training

In recent years, we've been seeing an increasing number of cases before the employment tribunal related to issues of gender diversity. Managers and employees often lack confidence when speaking about gender diversity and commonly have a limited awareness on how to manage a diverse workforce in practice. That's why we've been delivering bespoke training to our clients to achieve exactly that. Here's what they have to say:

- “ You and your session were certainly ‘a hit’ with our Leadership Team.
- “ The session was excellent and delivered so well.
- “ Very informative and Mollie's presentation style was very engaging.
- “ A great session that blew my mind. Where will we be in another 10 years?

## What will I learn?

This training workshop can be tailored to suit your needs. We can deliver to managers or employees and cover topics such as:

- How to use language and terminology related to gender diversity.
- What “gender critical” beliefs are and how to balance views.
- The current landscape of discrimination law – not only to prevent discrimination against gender diverse people, but also those with conflicting beliefs.
- Learn practical steps to promote an inclusive workforce and service for employees, colleagues, clients and customers.
- And more!

## Sample structure and content

### Part 1: The Basics

Language and terminology.

### Part 2: Gender diversity

Gender Reassignment discrimination: the law and practical examples.

### Part 3: Balancing views

Belief discrimination: the law and practical examples. Identifying issues and resolving conflict.

### Part 4: Looking ahead - are you ready?

Practical tips: recruitment, policies, pronouns, gender neutral language etc.



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+44 (0)7970 791 446

# Inclusive leadership unconscious bias

**Duration:** One day

**Aimed at:** All people managers and leaders with line management responsibilities.

## Reduce risk, change behaviours, enhance culture

How do you see the world? Unconscious biases influence our actions even when, by definition, we don't notice them.

Our one-day Inclusive Leadership course focuses on what it means to lead inclusively. You will look at how leaders shape organisational culture and how individual behaviours can role model inclusive behaviours. The course also addresses the impact of unconscious bias on how we develop, support and grow talent across the organisation.

Inclusive Leadership will share best practice in diversity and inclusion, encourage discussion, and apply learning specific to your business.

## What will I learn?

As a result of attending this one day Inclusive Leadership course delegates will:

- Understand how creating a more diverse and inclusive environment is important to the success of the company.
- Understand the importance of leading inclusively in terms of championing the agenda and demonstrating inclusive leadership behaviours.
- Better understand the legal framework set out within the Equality Act 2010 and engage in a lively discussion about banter, and discuss importance of bystander strategies.
- Have started to explore how unconscious bias can have an effect on decision making and the talent lifecycle.
- Be able to use a variety of tools to mitigate the impact of bias on decision making.
- Take away actions that leaders can take on an individual, interpersonal and organisational level to create more inclusive cultures.

## Topics

- Exploring the concept of unconscious bias.
- The legal implications of bias in the workplace and recent legal developments in support of a more inclusive culture.
- Understanding our own biases.
- The impact of bias on decision-making.

## Course Facilitators and support staff



### Joanne Boyle

(she/her) is a Legal Director specialising in Employment law. She has delivered numerous performance improvement and development programmes to senior operational managers, helping organisations build more sustainable and engaged workforces while getting the very best of out of their talent. Joanne has a unique and innovative style that will leave long-lasting memories to support real change. Joanne also heads up Foot Anstey's "People Lab Skills for your leaders" training.



### Natasha Landers

(she/her) is a diversity, inclusion and change management specialist, with over 20 years' experience of working in the private, public and not for profit sector in the UK, Middle East, Europe and America. Natasha's expertise and experience support organisations to benefit from diversity.

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**Joanne Boyle | Legal Director**

Joanne.Boyle@footanstey.com

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+44 (0)797 1517 254

# Prevention of sexual harassment in the workplace

## Training your talent in line with the new Preventative Duty

Since October 2024, employers have been under a positive duty to take reasonable steps to prevent harassment in the workplace (known as the Preventative Duty). This includes harassment by workers as well as by third parties such as customers, clients and patients. The EHRC can take enforcement action even where an incident of sexual harassment has not taken place, and the Employment Tribunal has the power to impose a 25% uplift in compensation where the new duty has been breached. The new Employment Rights Act 2025 strengthens this duty even further, meaning employers will need to take all reasonable steps to prevent sexual harassment. Now is the time to take action to ensure your employees and leaders understand their role in preventing sexual harassment in the workplace.

## How can we help you?

We work with our clients to design and deliver tailored, innovative training that helps managers and staff understand their obligations under the new duty and protect their business in the event of a challenge. We also offer a standalone sexual harassment policy for a fixed

fee, as well as providing advice to clients on strategic transformation in this area.

## About our training sessions

Our training comprehensively covers the Preventative Duty (including the new changes from the Employment Rights Act 2025) and can be tailored to different roles and seniority, as recommended by the EHRC. By working with us, we can deliver practical, bespoke and innovative sessions informed by the latest guidance.

We have a range of options available to suit your needs. These range from shorter sessions focusing on the essential legal changes to longer sessions with optional add-on support from a specialist diversity, inclusion and change management consultant, helping you explore the law on sexual harassment in greater detail with your workforce.

## Content

We can deliver bespoke training for managers and employees, with sessions tailored in length to suit your needs. Depending on the nature of your business, we can also deliver more in-depth sessions in collaboration with a diversity consultant. Please refer to the example content overleaf.

## Course Facilitators and support staff



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# Example course profile

## Prevention of sexual harassment in the workplace

### Content

#### Our Management Programme can include:

- Understanding the Preventative Duty.
- Overview of your sexual harassment policy and consequences of breach.
- What sexual harassment in the workplace looks like from an intersectional and context-specific perspective.
- How to identify an employee concern and deal with it effectively.
- Understand what a grievance is and know how to deal with it (informally and formally).
- Victimisation and sexual harassment: what it is and how to prevent it from happening.

#### Our Employee Programme can include:

- Sexual harassment: what is it?
- An overview of your sexual harassment policy and consequences of breach.
- What is (and isn't) acceptable workplace behaviour?
- What should I do if I feel harassed?
- What should I do if I witness harassment?
- How to address third party harassment.
- Creating an empowered culture.

### Optional add-on

As an optional add-on to either programme, **Natasha Landers, Diversity and Inclusion Management Consultant**, can provide additional training to cover:

- ▶ Understanding the importance of sexual harassment prevention and the role of the manager.
- ▶ A trauma-informed approach to addressing sexual harassment, recognising the impact it can have on individuals and prioritising safety, empowerment and healing.
- ▶ The importance of an intersectional approach to sexual harassment and its impact, acknowledging the complex nature of power, privilege, and discrimination.
- ▶ Recognising the signs of power-based harassment.



Natasha Landers  
*Diversity and Inclusion  
Management Consultant*



**Joanne Boyle**  
Legal Director

Joanne.Boyle@footanstey.com  
+44 (0)117 915 4709  
+44 (0)797 1517 254

### Contact Us

# People strategy:

Improve employee health and resilience

## Wellbeing development training programme

**A healthy workforce is the key to a healthy company.**

Over 137 million working days are lost to sickness each year, at an estimated cost of more than £18 billion. The most common reasons for absence are coughs and colds, musculoskeletal issues and stress, anxiety and depression. Stress and mental health issues are the leading causes of long-term absence and remain an increasing concern. Improving the health and wellbeing of your people is a key requirement to driving a successful business forward.

The link between good health and productivity is increasingly recognised and is a major factor in success. By educating employees on health and wellbeing strategies, we can help you to gain the competitive edge as your people improve their energy, productivity and overall wellbeing. Our wellbeing programmes deliver educational, fun and interactive sessions that are empowering and revealing.

### Key benefits:

- Build stress resilience strategies to improve wellbeing and reduce absenteeism and lost working time.
- Increase productivity, performance and create a positive work environment.
- Attract the best employees and improve staff retention due to the positive environment.
- Reduce presenteeism, a big threat to productivity and organisational morale.

**We will tailor our sessions to your needs, and some examples are as follows:**

- **All Day Energy**  
Food choices and timings have a huge impact on energy. Learn how to boost energy levels, increase focus, concentration and productivity along with improvements in mood and mental health.  
*Half or full day.*
- **Stress Resilience**  
Coping strategies, eating for improved mood and immune support, and an understanding of why stress management is imperative for physical and mental health and wellbeing.  
*Half or full day.*
- **Eat Yourself Young**  
Anti-ageing strategies to maintain energy, mental cognition performance and appearance, as well as how to avoid chronic illness as we age.  
*Half or full day.*
- **Weight Balance and Diabetes Prevention**  
Obesity levels are at epidemic proportions and continue to rise, with excess weight linked to a wide range of health-related issues. Learn how to eat to reduce excess weight and help prevent insulin resistance.  
*Half or full day.*
- **Happy Hormones**  
Learn how to balance hormones to eliminate symptoms associated with menopause and PMT.  
*Half day.*

We would very much welcome the opportunity to discuss how our bespoke health and wellbeing training programmes, tailored to the needs of your business, can help to transform your organisation. Our wellbeing programmes are practical, unique and enjoyable and are designed to bring about genuine, positive change.

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Legal Director

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